



## **ALBANIA PRIVATE FORESTRY DEVELOPMENT PROGRAM**



### **Fifth Annual Work Plan: January 1 — December 31, 2000**

Contract No. EPE C-00-95-00127-00

Submitted to:  
United States Agency for International Development

Submitted by:  
Chemonics International Inc.

February 2000

## TABLE OF CONTENTS

---

Acronyms	i
A. Introduction	1
B. Perspective for Year Five	1
B1. Local Government Elections	1
B2. Montenegro Referendum	1
B3. Continued Ineffectiveness of National Government	2
B4. Continued Travel Restrictions	2
C. Year Five Implementation Strategy	2
D. The APFDP Results Framework	2
D1. Relationship to USAID/Albania's Strategic Objective	3
E. Proposed Activities for Year Five by Result and Intermediate Result	3
E1. Intermediate Result 1: Improved Utilization of Forest and Pasture Resources on Private and Refused/Non-divided Lands	5
E1.1. IR 1.1: Reformed Policies Supportive of Forestry and Pasture Initiatives in Private Lands	5
E1.2. IR 1.2: Economically Viable and Ecologically Sustainable Land Use Practices Adopted by individuals	6
E2. Intermediate Result 2: Increased Decentralization and Sustainable Management of State Forest and Pastures	8
E2.1. IR 2.1. Enhanced Policy Environment for Transferring State Forests	9
E2.2. IR 2.2. Groundwork Laid for Sustainable Management of Transferred Komuna Forests and Pastures	10
E3. Intermediate Result 3: Increased Public and Private Forestry Extension Capacity	11
E.3.1 IR 3.1: Groundwork Laid for Establishing a Coherent and Dynamic Public Extension Organization	12
E3.2. IR 3.2: Increased Capacity of Public Organizations, NGOs and Private Suppliers to Provide Extension Services	13
E4. Intermediate Result 4: Expanded Number/Capacity of Enterprises Based on Non-timber Forest Products	13
E4.1. IR 4.1: Reformed Policies Supportive of Small Scale NTFP-Related Business Initiatives	14
E4.2. IR 4.2: Improved Access to Market Information, Affordable Inputs and Access to credit	15
E4.3. IR 4.3: Improved Business Management and Technical Skills	16
F. Program Management	17
F1. Systems and Procedures for Project Implementation	17
F2. Proposed Year Five Budget	17
F3. Provision of Commodities and Equipment	17
F4. Project Close Out	17

## **Table of Contents (Cont.)**

G.	Performance Monitoring and Reporting System	18
G1.	Performance Monitoring	18
G2.	Reporting Requirements	18
G3.	Annual Strategic Planning Workshop	18
H.	Time Line	18
I.	Anticipated 1999 Short-Term Technical Assistance Requirements and Local Subcontracting Plan	18
ANNEX A	APFDP GENDER INTEGRATION PLAN	A-1
ANNEX B	YEAR FIVE TRAINING/EVENTS PLAN	B-1
ANNEX C	PROPOSED YEAR FIVE BUDGET	C-1
ANNEX D	ACTIVITY TIME LINE	D-1
ANNEX E	PROPOSED SHORT TERM TECHNICAL ASSISTANCE NEEDS AND SUBCONTRACTING PLAN	E-1

## ACRONYMS

---

APFDP	Albania Private Forestry Development Program
AUT	Agriculture University of Tirana
AHRI	Animal Husbandry Research Institute
AFP/WB	Albania Forestry Project (World Bank)
BG	Botanical Garden
BMT	Business Management Training
COP	Chief of Party
DAF	Directorate of Agriculture and Food
DGFP	Directorate General of Forest and Pasture
DFS	District Forest Service
FA	Farmers' Association
FPRI	Forest and Pasture Research Institute
FRI	Forage Research Institute
FUA	Forest Users' Association
GOA	Government of Albania
GTZ-SME	German Technical Assistance - Small Medium Enterprise
GLRI	Greek Livestock Research Institute
H.P.I.	Heifer Project International
HO	Home Office
KFT	Komuna Forest Transfer
LOP	Life of Project
LSTTA	Local Short-Term Technical Assistance
MOAF	Ministry of Agriculture and Food
NA	Nursery Association
NGO	Non-governmental organization
NTFP	Non-Timber Forest Products
OI	Opportunity International
PFOA	Private Forest Owners Association
PRA	Participatory Rural Appraisal
REC	Regional Environment Center

SO	Strategic Objective
SRS	Small Ruminant Station
SRI	Soil Research Institute
STTA	Short-Term Technical Assistance
TOR	Terms of Reference
TOT	Training of Trainers
USAID	U.S. Agency for International Development
WMA	Willow Management Association

# Fifth Annual Work Plan: January 1 — December 31, 2000

## **A. Introduction**

This annual work plan covers the period January through December 2000, the last year of the project, and assumes that we will be accorded a no-cost extension for the period October — December, to complete activities/expenditures deferred during and caused by the evacuation periods.

The work plan — built upon our successes and lessons learned in Years 1-4 — was preliminarily discussed with the Cognizant Technical Officer (CTO) and our implementing partners in a meeting in late November 1999. The activities are consistent with the decisions made at that meeting.

## **B. Perspective for Year Five**

As we enter this year there appears to be fragile political calm in Albania. There was a successful transition of power from one prime minister to the other (of the same party). Illegal kiosks that dotted the sidewalks and parks are being bull-dozed without civil upheaval. More and more productive enterprises seem to be re-establishing themselves throughout the country.

While all is calm now, there are several internal and external upcoming events that could affect our ability to effectively implement our program.

### **B1. Local Government Elections**

These are scheduled for October and it has been projected that organized voter registration will begin in March. However, because of the number of illegal houses and illegal emigrants, such a door-to-door campaign may create some anxiety. Furthermore, the new constitution will do away with the 36 districts, to be replaced by 8-12 prefectures. Movement of authorities, personnel and records leading up to and following elections may cause some inertia and ambiguity.

Finally, we can not project how much impact the electioneering process will have on normal daily life, whether rallies will compete with our implementation activities (such as training and workshops), nor how international projects will be thrown into the political process (politicians clamoring for the good graces of projects or incumbents trying to manipulate projects to improve the incumbents' popularity).

### **B2. Montenegro Referendum**

The neighboring state of Montenegro is scheduled to hold a referendum in April, whether to pull out of the present Yugoslavia Federation. History has taught us that the Yugoslavia President Milosavic is not above creating covert or overt mischief when this has happened in the past.

### **B3. Continued Ineffectiveness of National Government**

In spite of upcoming national elections and some movement on illegal kiosks, central government policies continue to have little impact in the field. Our partner government agency, the Directorate General of Forests and Pastures (DGFP), is still in the midst of developing a re-organization plan. There has been no movement on improving forest legislation.

However, the withdrawal of \$2 million of World Bank forestry funding (and the possibility of getting it back) has created some stimulus for action. We have received assurances that a cadre of District-based Forestry Personnel will be formally assigned to the Komuna Forest Transfer process. This cadre would also serve *inter alia* as the core for a public forestry extension force.

### **B4. Continued Travel Restrictions**

The U.S. Embassy continues to keep tight reins on travel, requiring advance notice of in-the-field travel. Embassy and USAID personnel are severely restricted in their travel, making it difficult to show them our successes in the field. Albania continues to be a non-dependent post.

It is still difficult for Albanian citizens to obtain visas for the United States, Italy, Germany, or Greece. This continues to have a negative impact on entrepreneurs who need to make contact with potential international markets.

### **C. Year Five Implementation Strategy**

In that this is the final year of the project, most of the activities are geared to tie up loose ends, complete on-going activities, and hand-over (phase-over) as much as possible. We aim to transfer capacity in Komuna Forest Transfer to the DGFP, as well as to a number of local NGOs. Most of our demonstration/research plots will result in building new proven stocks for the Private Nursery operators, who have already launched significantly into private extension.

In terms of field-driven policies, we shall use Year 5 to promote our lessons learned into the policy debate, using our collaborative partners and coordinating structures (established working groups) to effect whatever change can be made under current circumstances.

Notwithstanding another evacuation, or conflict in nearby Yugoslavia that will spill into Albania, we expect to be in a full implementation and responsible close-out mode in 2000.

Finally, we will devote the last two to three months to close-out of the project — final documentation, transfer of materials, close-out on leases and accounts, disposal of property and out placement of staff.

### **D. The APFDP Results Framework**

The results framework for APFDP remains unchanged from Year 4 and is presented in Table 1 below. Intermediate Results will be repeated in the upcoming work plan sections, describing: indicators, measures, targets, partners and assumptions. In addition, each sub-sector graphic

related to the Results Framework will also contain “sustainability/close-out issues,” our “best bets” for transferring capacity to others as APFDP ends its existence.

**Table 1: APFDP’s Results Framework**

<b>RESULT: Increased private and decentralized management of Albania’s forest and pasture resources.</b>
<b>IR 1:</b> Improved utilization of forest and pasture resources on private and refused/non-divided lands. <b>IR 1.1:</b> Reformed policies supportive of forestry/pasture initiatives on private and refused/non-divided lands. <b>IR 1.2:</b> Economically viable and ecologically sustainable land use practices adopted by individuals and groups.
<b>IR 2:</b> Increased decentralization and sustainable management of state-owned forests and pastures. <b>IR 2.1:</b> Enhanced policy environment for transferring state forests. <b>IR 2.2:</b> Groundwork laid for sustainable management of transferred komuna forests and pastures.
<b>IR 3:</b> Increased public and private forestry extension capacity. <b>IR 3.1:</b> Groundwork laid for the establishment of a coherent and dynamic public extension organization. <b>IR 3.2:</b> Increased capacity of public organizations, NGOs and private suppliers to provide extension services.
<b>IR 4:</b> Increased number/ expanded capacity of small-scale non-timber forest product (NTFP) enterprises. <b>IR 4.1:</b> Reformed policies supportive of small-scale non-timber forest product business initiatives <b>IR 4.2:</b> Improved access to market information, affordable inputs and credit <b>IR 4.3:</b> Improved business management and technical skills

IR = Intermediate Result

## **D1. Relationship to USAID/Albania’s Strategic Objective**

During Year 4, we continued to report under USAID/Albania’s Strategic Objective 1.6, “Increased environmental management capacity to promote sustained economic growth”. Although there was some internal USAID discussions about dropping this S.O., and moving APFDP back under S.O. 1.3, “Accelerated growth and development of private enterprises”, discussions with USAID/Albania suggest that we will continue under S.O. 1.6 at least for FY 2000. As we are “comfortable” reporting achievements under both Strategic Objectives, we chose to continue this practice during Year Five for both USAID and internal management purposes.

## **E. Proposed Activities for Year Five by Result and Intermediate Result**

<b>Overall Result: Increased Private and Decentralized Management of Albania’s Forest and Pasture Resources</b>
---

The following activities affect all Intermediate Results, and are therefore presented under the overall project Result, “Increased private and decentralized management of Albania’s forest and pasture resources”.

### **Planned Activities**

- Gender integration.** During Year 4, women participants in APFDP “events” were 12% of the total. While this continues to be low, two factors must be noted. First, many of these workshops are attended by private nursery operators and business people, who are predominantly male working in traditionally male activities. On the other hand, women’s participation in livestock-related events is nearly 50% as livestock keeping is traditionally a women’s activity. The lesson to be learned here is



that we will, during Year 5, concentrate our efforts in involving women in activities that are traditionally women's and not attempt to integrate women into every event. Our emphasis on non-timber forest products (NTFP) during the coming year should benefit women considerably as NTFP collection is predominantly a women's and children's activity, and several NTFP dealers are women. APFDP's Gender Integration Plan for Year 5 is found in Annex A.

- *Publications and extension materials.* APFDP has already fulfilled its deliverables in the production of materials. In addition to training events, transfer and other project implementation activities, and to visitors to the project, copies of extension materials were made available at the 1999 Panair International Fair. We will continue to develop materials on a case-by-case basis.
- *Preparation and implementation of the Year 5 Training Plan.* We have prepared a draft Year 5 Training Plan which focuses on technical, business, financial, extension issues appropriate for each intermediate result and activity along with timing, numbers/target audience and responsibilities. The plan — a copy of which is found in Annex B — will be updated as required.
- *Updating of APFDP "events" publication and their distribution as required.* APFDP will continue to prepare the "events" information document quarterly. This document will be distributed to USAID, Chemonics HO, APFDP staff, TRANSIT office and other institutions as required.
- *Continue media plan implementation.* We will continue to implement APFDP's media plan which was developed in Year 3 and refined in Year 4. This plan provides for, inter alia, national and local media coverage of APFDP/DGFP activities such as private forest establishment and management, the komuna forest transfer process, livestock, willow production and processing and small business development. One key element for Year 5 will be the production of a one half hour video tape on all APFDP/DGFP successes to be used for the next national "December month of trees" environmental awareness campaign. This tape will be produced in collaboration with MOAF's Directorate of Information.
- *Environmental awareness campaigns.* The Environmental awareness training of trainers conducted late in year 4, led to the development of six viable low cost district environmental awareness campaign proposals. We will review these proposals by the end of January, finalize budgets and begin implementation of the campaigns via subcontracts by mid-February.

## E.1 Intermediate Result 1: Improved Utilization of Forest and Pasture Resources on Private and Refused/Non-divided Lands

Indicator(s)	Sustainable yield and carrying capacity of forest and pasture resources on private and refused/non-divided lands
Measure(s)	Per cent increase
Target	Year 5: total improvement on private forest and pasture of another 200 hectares, improved practices on another 20,000 ha of transferred and common forest and pasture
Partners	GOA, NGO's, private forest and pasture owners
Assumptions	Policies supportive of and clear implementation procedures in place for private initiatives; private owners willing to invest in long term development of their resources, foregoing higher short-term gains available elsewhere; GOA remains serious about and committed to privatization and/or decentralization of refused and non-divided agricultural lands

### E1.1. IR 1.1: Reformed Policies Supportive of Forestry and Pasture Initiatives on Private Lands

Indicators	Reformed/new policies and/or implementation guidelines introduced/approved
Measure(s)	Number enacted with APFDP input
Target	Year 5: revision of Forest Act (Law 7623 of 1992), revision of Regulation 308 (procedures for Komuna forest transfer), revision of Guideline #2 (governs local revenue generation in transferred komunas), inclusion of and procedures for leasehold of state forest/pasture land as tenure option with at least two leaseholds granted
Partners	GOA, private land owners
Assumptions	GOA will continue process of land reform and restitution of private forests and pastures; Parliament will pass refused/non-divided lands legislation
Sustainability/Close-Out Issues	While the present Forest Act is cumbersome and incomplete, we have been able to work within it. We have been asked by Haki Kola (World Bank Forestry Project) to provide input into the enabling regulation on forest transfer and by Kol Malaj (Director General of DGFP) on revision to the foundational legislation. However, the adjudication on refused lands is under different legislation and will not be in our power to influence further.

*Context.* APFDP has shifted focus from policy-led initiatives to using innovative and successful field activities to guide our influencing of policy. In this last year we see two outstanding policy issues for this IR: a) continued formation of organizations and networks for sharing information and advocacy on private forestry, and; b) revising existing legislation and regulations to improve the privatization effort.

### Planned Activities

- *Expand development of private forest owner's network.* We will continue to support the association in Fier. We will expand into Berat, Lushnje and Vlora districts. In addition, we will provide support to build a regional organization/network from the district initiatives.
- *Continue discussions on changing the forest and land designation legislation.* Within DGFP and other government agencies there is a mixed feeling about whether the Forest Act should be re-written or merely modified. The Director-General has come down on the side of modification. In addition, the author of Regulation 308 (world Bank/Albania Forestry Project) that defines the procedures for transfer of state forest to komunas has asked for assistance in examining the present procedures and making appropriate revisions, based on the last year's experience.

Realizing that a full-fledged re-write of the laws will not happen, we project two activities that will assist Government in revising the current laws and regulations. First, we will provide *expatriate STTA* to a task force looking at the Forest Act. The STTA will have experience in forest legislation and policy development. We hope that recommendations will be compelling. Second, working with the World Bank/Albania Forestry Project, we will provide input into the revision of Regulation 308. Our objective is to streamline the procedures, ensure that they are clear, and reflect the field reality of the last year.

## **E1.2. IR 1.2. Economically Viable and Ecologically Sustainable Land Use Practices Adopted by Individuals**

Indicator(s)	Private land owners adopting improved practices on their forest, pasture and agricultural lands Private land owners and/or komunas/groups adopting improved practices on refused or non-divided lands
Measure(s)	Number
Target	Year 5: 2 more private forest management plans developed, 18 owners using improved management practices, dissemination and replication of improved management techniques (polyphyte pasture species, vetiver, improved nut management and disease control), estimated 50,000 trees planted (and 200,000 willow cuttings), 10 new livestock groups
Partners	DGFP, AUT, FPRI, private forest and pasture owners, komunas participating in transfer "in use" of undivided lands
Assumptions	GOA remains serious about and committed to privatization and/or decentralization of refused and non-divided agricultural lands; investment returns/benefits for improved practices are competitive with returns available for alternative investments
Sustainability/Close-Out Issues	The key element for sustainability is the Nursery Association and its members. NA members have been trained on the species on the demonstration plots and will be able to make stock available to their customers. While APFDP has been the main customer for NA members, the number of private customers has been increasing. The livestock component will pass to the HPI country program. On-farm demonstrations in the hands of farmers are fully in their control.

*Context.* APFDP has launched several demonstration and/or pilot activities over the course of the project. In this last year we will try to complete them and ensure that the ones done in partnership with institutions are handed over to appropriate agencies or individuals. In most cases the Nursery Network will use demonstrations as marketing tools — they will results of trials and stock with which to replicate successful species and techniques with their customers.

Our overall strategy will be to monitor existing activities, bring them to a close, document and disseminated (widely) the results for our work on better-managed forest.

### **Planned Activities**

- *Management plan preparation.* We will continue to provide technical assistance and training in management plans, working in 4 districts. A series of workshops will be conducted for private forest owners to share experiences that will document existing management plan as models for replication following the end of the project.
- *Chestnut improvement.* We will sub-contract the additional studies on disease and management to AUT. Thesis level students will experiment on blight control, explore and test hypovirulent forms, and, develop improved management practices such as

thinning and pruning. We will also include chestnuts in our NTFP strategy and explore the internal and external marketing potential for this product (see IR4).

- *Other nuts.* There has been interest in cultivation and marketing of other nut species, including almond, pecan, walnuts and hazelnuts. Our first task will be to identify which areas have the best potential. A series of 3 workshops will be held to discuss improved cultivation, harvesting, and marketing. FPRI will be sub-contracted to assess the viability of improving walnut cultivation. Based on the work above, a study tour for identified owners will be conducted in Eastern Europe to get them acquainted with how nut cultivation and marketing is done in the region.
- *Vetiver for erosion control.* We have established three demonstration plots in cooperation with the Soil Research Institute. We will renew this sub-contract and continue to monitor these demonstrations and establish one additional demonstration plot. Results will be documented, reported and widely disseminated. From these plots we will be able to feed stock into the Nursery Network, so that they may begin marketing this product to interested farmers.
- *Botanical Garden.* The Botanical Garden has established an agroforestry demonstration plot and a training center. We will continue to support the Botanical Garden and use the facility for training and demonstration as per the plan developed with them.
- *On-farm demonstration plots and trials.* Having phased out most subsidies, we will facilitate purchase and distribution of 50,000 seedlings (January-March) and 200,000 willow cuttings to on-farm demonstrations from the Nursery Network. Using local STTA we will conduct an evaluation of the demonstrations in May.
- *Livestock groups.* APFDP/HPI will continue to support the 10 existing livestock groups (300 families) in the 6 districts with technical assistance and training. Ten new groups will be established in Year 5 and an additional 100 Chios rams will be imported from Greece for distribution to these groups. These groups will phase over to HPI's Country Program at the end of the project.
- *Pasture improvement demonstration plots.* We have found that the first demonstration plot in Kota (Vlora District) was successful, but also learned that results are dependent on the availability of irrigation. Via a sub-contract with SRI we will continue to monitor the production on the demonstration plot, as well as establish one additional demonstration plot in Fishta (Lezhe District), near many of the existing livestock groups. We have developed a proposal with SRI and FPRI to import 5 grasses to test their yields against both irrigated and non-irrigated alfalfa, and to establish seed production capabilities. This latter will be done in collaboration with IFDC and will be turned over to them at the end of the project.

## E2. Intermediate Result 2: Increased Decentralization and Sustainable Management of State Forest and Pastures

Indicator(s)	Locally managed state forests and pastures
Measure(s)	Number
Target	Year 5: 13 more Komuna transfers completed with 20,000 hectares
Partners	MOAF/DGFP, SSLG, komunas, villages
Assumptions	A general consensus on the desirability of local management of state forests and pastures must exist for this result to be achieved; the quality of state forests and pastures put up for transfer is such that it is worthwhile for the komunas/villages/individuals to invest time and resources in improvements

*Context.* Over the last four years APFDP has concentrated more and more on facilitating the transfer of state forests to the komunas, and then in use to villages and families. We have produced a manual for training communities and to guide the transfer process through all of the legal procedures, and have produced national guidelines for the transfer strategy, boundary determination, systems of division and land registration (for “in use” tenure). By the beginning of Year 5, we will have completed transfer in four komunas and be in the process of transfer in 9 more. Our target for EOP is to complete the transfer in 9 komunas and complete 4 new komunas, as well as assist others to facilitate transfer.

Our strategy is to complete what we have started and complete existing commitments in transfer. We will use these in our training of DFS personnel and others (NGOs) to take over the process, that under the draft national strategy, envisages all komunas transferred in 5 years. We will document and disseminate our experiences.

*Context.* In Year 4, APFDP assisted in the development of: a) the National Strategy for Forests and Pastures (that aims to transfer 40% of forests and 60% of pastures); b) Guidelines for Boundary Establishment and Systems of Forest Division, and; c) Guidelines for the Registration of Forest Land “In Use” (that has been approved and distributed to all districts).

In terms of policy, there are three important issues to complete by EOP, so that the DGFP can continue this process after APFDP closes.

**E2.1. IR 2.1. Enhanced Policy Environment for Transferring State Forests**

Indicator(s)	Reformed/new policies and/or implementation guidelines introduced/approved
Measure(s)	Number enacted with APFDP input
Target	Year 5: Revision of Regulation 308, Assignment and Training of 60 DFS Personnel assigned to Komuna Forest Transfer, thus creating a permanent unit devoted to this and extension
Partners	MOAF/DGFP, SSLG, AFP, AUT
Assumptions	Consensus can be reached (and responsibilities assigned and undertaken) for implementation of pilot activity; development of simple management plans; pilot activity will generate sufficient information to modify/simplify the existing legal framework for national replication; public property laws reformed to enable komunas to own and administer natural resources
Sustainability/Close-Out Issues	We will have effected transfer in 17 komunas, have trained DFS and NGO's, who have done several more. A Manual has been developed to help communities undertake the transfer with assistance from DFS and DGFP. WB/AFP will continue to support management plan implementation. DGFP is, as part of its re-organization, establishing a permanent unit in the DGFP devoted to Komuna forest transfer. The remaining issues are the placement of the Komuna Foresters and the development of a local revenue management mechanism.

**Planned Activities**

- *Forest transfer consultancy group.* See IR1.1. We will provide input into revision of the Forest Act and Regulation 308 that provides the procedures for transfer. This group also oversees the National Transfer Strategy.
- *Placement and training of komuna foresters.* The legislation governing transfer of state forest to komunas (and then in use to villages and families) stipulates the posting of forestry personnel to the Komuna government, so that the lowest level of government (recognized) has internal capacity to fulfill its management responsibilities. These Komuna Foresters would be responsible for assisting villages in transfer, developing management plans, implementing those plans, enforcing regulations, providing extension and administering the Komuna forestry fund. APFDP has drafted a standard job description for the position that has been approved by DGFP. However, to date these foresters have not yet been transferred. APFDP will use its influence to try to facilitate the transfer of personnel as soon as possible. Once assigned, we will follow up with training and the development of materials to support them in their work.
- *Local revenue generation.* Once assigned, Komuna foresters will be able to administer a local revenue generation program based on forest use: collection of user fees and licenses, fines and penalties, and other forms of financial resources. This will require the development local regulations that are consistent with national regulation but fit within local contexts and priorities. Also, procedures must be put in place to govern how the revenues are used to improve the local environment or rehabilitate natural resources.

Upon assignment and training, APFDP will contract expatriate STTA to provide technical assistance and training on this issue. We will conduct a series of workshops

on the issue and develop appropriate materials to assist komunas in developing their local revenue generation and use plans. We will conduct one pilot in the Komuna of Bubq in Kruja District.

- **Revision of Transfer Manual.** Since its development in 1998, APFDP has gained more experience that needs to be incorporated into the manual. Also, should there be additional changes in regulations and procedures, these will have to be reflected in a revised manual that can guide the process after the EOP of APFDP. We envisage that the revision process will take almost one month and we plan to print 1000 copies of the second edition, for use by the DFS, interested komunas, Komuna Foresters, forestry students (at technical and university level) and local NGO's.

## **E2.2. IR 2.2. Groundwork Laid for Sustainable Management of Transferred Komuna Forests and Pastures**

*Context.* We will continue to be the primary engine for accelerated transfer of state forests to komunas, as well as train DGFP and DFS so that they can continue the process once APFDP closes. While the transfer process has been going smoothly, we realize that we will need to concentrate more on Non-Timber Forest Products (NTFP), recognizing their importance in many places where the transfer has taken place. While reflected in forest management plans, more information and guidance needs to be provided to ensure sustainability of the resource and providing maximum income for farm families. We will continue to cooperate with WB/AFP who will fund and monitor the implementation of management plans.

Indicator(s)	Broad participation in management plan development locally accepted management plans developed and implemented
Measure(s)	Number and types of individuals participating number of management plans
Target	Year 5: 13 komunas (approximately 100 villages) transferred in three districts, resulting in an additional 20,000 hectares transferred
Partners	MOAF/DGFP, SSLG, AUT, komunas, villages, private groups
Assumptions	Komunas, villages and private groups interested in sustainable management and not just short-term gains; DGFP willing to accept simple management plans based more on social criteria than on technical criteria
Sustainability/Close-Out Issues	APFDP's original mandate was to develop a mechanism for policy implementation and carry out pilot projects as demonstrations. In Komuna Forest Transfer we have launched into implementation. That has been to meet the demand that has come from komunas and villages. With DFS personnel and a core of local NGO's trained, a manual in place, a unit within DGFP, World Bank/APF commitment for continued support, and continued demand for transfer, we feel that the project has stimulated the launch of a national-level process.

## **Planned Activities**

- **Continue to support forest transfer.** We will complete the transfer in the 9 komunas where the process has already started (5 in Peqin and 4 in Tirana Districts). We will provide assistance for 4 more komunas during Year 5, thus bringing the total to 17 komunas in 3 districts. This does not include the additional 6 transfers (village level) to be done with APFDP assistance by local NGO's through the REC sub-contract. Our plan here is to contract and train one of the Forest Topographers (that were

released from the DFS as part of the re-organization), who will work with an NGO (through REC) to assist the Komuna complete the transfer.

**Table 2: Komuna Forest Transfer Activities**

Level of Effort	1998/1999	2000 (including on-going)	Total
Transfers by APFDP	4	13	17 komunas in 4 districts, with 40,000 ha, transferred (10% of overall national 5 year target)
Transfer by NGO's	3	10	10 villages in 10 komunas, representing 10,000 ha.

*Note: This does not include the transfer of willow plots in northern and eastern Albania.*

- *Continue support to development of forest user associations and technical assistance in forest management plan implementation.* A condition of World Bank funding for Komuna management plans is the development and registration of Forest User Associations, made up of villagers. It is to these associations that funds are actually transferred, not to the local government. While APFDP questions whether such associations have long-term viability (in that they exist only as a conduit for funding), APFDP will continue to assist komunas to establish these conduit organizations through community organization, documentation preparation and registration in district offices. Further, APFDP will continue to provide technical assistance and monitoring of management plans in the komunas where we have facilitated transfer.
- *Close out workshop on transfer.* Upon completion of the transfers we will hold a major workshop to share lessons learned and make recommendations for the future. We would hope that komunas and villages where transfer has taken place will make themselves available to others in the future, sharing their experiences and demonstrating how and what they are doing to take responsible control over their natural resources.

### **E3. Intermediate Result 3: Increased Public and Private Forestry Extension Capacity**

Indicator(s)	Public, private and NGO extension contacts
Measure(s)	Number/percent increase
Target	Year 5: 500 total contacts, including new DFS KFT Personnel
Partners	MOAF/DGFP, private suppliers, networks, NGO's
Assumptions	GOA can be convinced to accord forestry extension a higher priority

*Context.* A public extension service in forestry would fall to the DGFP and DFS. However, the reorganization of DGFP and the lack of resources has precluded any movement on this issue during previous years of the project, in spite of several attempts to keep this on the DGFP agenda. Recently though, we have been informed that DGFP has prepared a plan for the establishment of the Komuna Forest Transfer department and a personnel list of forest engineers and technicians that will be assigned to it, at national, district and Komuna level. In that Komuna Foresters would have a role in extension, this department provides the element necessary in the



establishment of a public forestry extension function within DGFP and DFS. We have adjusted our work plan to account for this fortuitous event.

*As we find out how this new development unfolds, we may amend our strategy to include one or several of the following options: a) an international study tour for the higher officials of this new department to see a forestry extension service set-up; b) provision of international STTA to assist in getting the department up and running; c) collaboration with FAO on training and development of this department.*

In terms of private extension, many members of the Nursery Network have launched extension/marketing activities. Two of them have actually put in small training centers at their nurseries to train customers on cultivation and management. Several NGO's have launched projects in Komuna Forest Transfer, innovative tree-planting and agroforestry (such as windbreaks) and Environmental Awareness.

### **E3.1. IR 3.1: Groundwork Laid for Establishing a Coherent and Dynamic Public Extension Organization**

Indicator(s)	Public forestry extension plan
Measure(s)	Consensus and approval of plan
Target	Year 5: assignment and training of DFS personnel to komuna transfer, that will serve as the core for a public forestry extension service
Partners	MOAF/DGFP, SSLG, World Bank, GTZ
Assumptions	MOAF willing to develop a clear strategy for the development of a public forestry extension system
Sustainability/ Close-Out Issues	The demand for and number of transfers done has created demand for extension services, as well as monitoring of forest management plan implementation. With World Bank funds providing the engine for rehabilitation on transferred forest and pasture, we feel that at least the start of a public extension organization will be in place. Since the Komuna Foresters will come from existing staff (basically moved from "zones" to komunas in terms of their territorial coverage), this should not increase the cost burden on the DGFP. We feel that such an extension service would be able to attract significant external funding.

### **Planned Activities**

- *Training of komuna foresters in extension techniques (see IR2.1.2).* Since the komuna forester is required to do extension, and there is a need for continued extension after transfer is complete, it is our position that this "section", once it is established, will serve as the core of an emerging extension service. We will couple training in Komuna Forest Transfer with a curriculum in extension in cooperation with *Agricultural University of Tirana, who have done some experience in training in extension* (and GTZ, who also have a vested interest in forestry extension).

### E3.2. IR 3.2: Increased Capacity of Public Organizations, NGO's and Private Suppliers to Provide Extension Services

Indicator(s)	Public, supplier and NGO extension contacts
Measure(s)	Number
Target	Year 5: 500 contacts through NA members, REC, NGO's, DFS (new KFT Personnel) and APFDP (note that we will miss most of the 2000-2001 tree planting season)
Partners	MOAF/DGFP, NGO's, private suppliers
Assumptions	NGO's take more of an interest in developing a rural presence; market incentives are such that private suppliers are willing to provide extension services
Sustainability/ Close-Out Issues	REC, as a multi-country regional NGO, is better-established here in Albania as a result of APFDP support. Local NGO's have gained experience through follow-on support and participation in APFDP activities. During this final year of the project APFDP will help REC to document its successes, so that it can market itself and its network to incoming and resident donor organizations (bilateral, multi-lateral and international NGO's). Our "best bet" in terms of a sustainable extension capacity, however, is through the private sector, who has a vested interest and can disseminate new species and techniques to customers. The Nursery Association has already started doing this. Demonstrations provide a marketing tool. Komuna Forest Transfer creates demand. Members of the NA will continue to be a conduit for extension materials.

#### Planned Activities

- *Implementation of Regional Environmental Center (REC) sub-contract; APFDP support to local NGO's and project implementation follow up.* The REC sub-contract will be renewed through September, 2000. REC will take more and more charge of issuing follow-on sub-contracts to local NGO's. We have included in the criteria for project selection priorities in the areas of: a) gender — projects that affect the lives, workloads and income of women; b) forest transfer — projects relating to local NGO facilitation of komuna forest transfer, and; c) non-timber forest products — projects that deal with sustainable collection, cultivation, processing and marketing of herbs, spices, medicinal plants, or products that add value and maximize income to rural households. These three criteria are inter-related and re-enforce the core project philosophies.

### E4. Intermediate Result 4: Expanded Number/Capacity of Enterprises Based On Non-Timber Forest Products

Indicator(s)	Capacity/number of enterprises
Measure(s)	Number
Target	Year 5: continue training of 20 willow processors, 5 herb dealers, 14 NA members and 20 livestock groups; additional 10 livestock groups, 4 willow processors, 2 herb dealers
Partners	MOAF/DGFP, private sector, various credit institutions
Assumptions	Rates of return for such new enterprises or expansion of existing ones are comparable or better to existing investment opportunities; appropriate technologies and markets are available; credit will be necessary for some enterprises but providing major credit is beyond the manageable interest of the project; commercial policies conducive to small business development

### E4.1. IR 4.1: Reformed Policies Supportive of Small Scale NTFP-Related Business Initiatives

Indicator(s)	Reformed/new policies and/or implementation guidelines introduced/approved
Measure(s)	Number enacted with APFDP input
Target	1. 2 leaseholds granted. 2. within the limits of the project and EOP, we will be able to bring out into the open the key issues facing entrepreneurs working in the NTFP sector and their need to have support for international and domestic marketing
Partners	GOA(MOAF/DGFP, SSLG and MOF), plus relevant donor projects
Assumptions	GOA willing to lease state forests to entrepreneurs; GOA willing to exempt nursery owners from VAT on forest seedlings
Sustainability/ Close-Out Issues	While the forest act does not specify leasehold of public lands as a tenure option, draft guidelines have been prepared. If we can get two demonstrations in place (for NTFP rather than for lumber), we will provide an example where this tenure mechanism can go. We feel that the Watershed Project(s) in Albania will have a vested interest in continuing the dialogue.

*Context.* Policies in this area would include access to credit, incentives for establishment of businesses (especially value-added processing) and marketing outlets, both domestically and internationally. However:

- Micro-credit schemes promoted by international and local NGO's are too small and have repayment dates too short for many of the NTFP opportunities
- Commercial banks are not geared towards issuing credit without immovable collateral, and when they are they prefer to issue large loans for well-established enterprises
- Our "best bets" for NTFP are nuts, willow products and herbs and spices, the last of these firmly under the control of Albducross (local subsidiary of the French Ducross multi-national, in effect a monopsony on international marketing).

We feel that we have made significant progress in for chestnut producers and the willow-wicker sector. Our priority for the final year of the project is in herbs and spices. Prior to the fall of the communist regime Albania produced significant amounts of these plants for export. The knowledge and skills about these plants are still in place for the most part. APFDP has produced a manual on cultivation of many of these plants.

We recognize that we did not concentrate on the issue of NTFP in our komuna forest transfer and in our private forestry initiatives. We will go back and determine whether significant opportunities exist where we have been working, rather than launch into new areas.

Related to IR1 is developing the opportunities for leasehold tenure of public forests as a means for both improving management of the forest and as an innovative mechanism for improving incomes. Related to IR2 in leasehold is the determination of whether such a mechanism can be administered by local government on transferred lands and better administered by DFS on non-transferred lands.

## Planned Activities

- *Potential for long-term leases on state forest lands.* Much of the biomass of naturally occurring herbs and spices are on the still-public forest lands. There is provision in the legislation and regulations for leasing for collection. We will look into how and whether this could be actually done and attempt to set up two pilots. As with the komuna forest transfer, this will require intense negotiations, permission to conduct such a pilot, and establishing procedures for issuance of leases. It will also require determination of what the sustainable yield will be, so that a leaser does not deplete stocks beyond natural replenishment capabilities.
- *NTFP assessment/feasibility.* We have advertised for *local STTA* to carry out a three month study on NTFP where we have effected komuna forest transfer. Rather than try to do a technical ecological modeling study, we will use participatory techniques to determine who is collecting herbs and spices, in what quantities, for what purposes, the routing of products from collector to exporter, and trends in availability, quality and marketing. This will give us a good idea on whether herbs and spices are within the domain of women, whether these products are mainly for domestic consumption or to generate supplemental income, and, whether we are working in areas where this activity can be further developed.

### E4.2. IR 4.2: Improved Access to Market Information, Affordable Inputs and Access to Credit

Indicator(s)	Market information provided (proxy) access improved
Measure(s)	Number of media messages and extension contacts sample survey
Target	Year 5: establish at least 5 contacts resulting in one international market outlet for herb/spice dealers; establish at least three contacts resulting in 1 international market for willow-wicker; identify and link at least one appropriate credit avenue to NTFP and/or willow processors
Partners	MOAF/DGFP, NGO's, private sector
Assumptions	Providing information alone (as compared to providing vehicles, improved roads, etc.) Will increase access to markets; people will act on the information provided; providing inputs and credit is beyond the manageable interest of the project; assumed that affordable inputs and credit are locally available or can be made available by providing information to customers
Sustainability/ Close-Out Issues	The market and networks for willow-wicker and nuts are relatively developed. Our experience allows for rapid replication to the new areas. Sustainability of herbs and spices hinge on two aspects: a) determining and making sure people understand optimum sustainable yield (for collection, realizing that most of these plants are perennials), and; b) finding a marketing outlet system that will ensure best prices to the primary producer level. Finding local markets and attracting in other international players will be "best bets."

*Context.* We have found, in terms of willow-wicker, that raw material supply is not sufficient for demand. Processors have been marketing products both in Albania and, to a very limited degree, in nearby countries. Properly managed chestnuts are lucrative and APFDP's activities for this sector have been described under IR1.2., where the priority is now to ensure the chestnut trees remain free of disease.

By concentrating on herbs and spices we expect to have a greater impact on women, who are the traditional collectors and users (and do this collection while herding livestock). Domestic

marketing (to restaurants and food processors) will be a priority. We will also look to opportunities to network collectors for international marketing. Our targets are the collectors and producers of herbs and spices (rather than middle men), traditionally women, and our target areas will be where we have effected both private and komuna forest transfer, as well as the pilot leasehold of state land for this purpose.

### Planned Activities

- *Willow-wicker sector development.* We will continue to provide technical support to the Shkodra Willow Association, a network made up of producers (cultivation and collection) and processors (manufacturers). A product catalogue will be completed to help them expand their marketing of furniture, baskets and other decorative items. Processors in Berat and Pogradec have joined the WMA as associate members.

We will work through the Nursery Network to put out an additional 200,000 cuttings to existing and new cultivators, and, develop a new collector network through forest transfer in Korce (being done by PPNEA through the REC sub-contract).

- *NTFP (herbs, spices and medicinal plants).* Development. Following the local STTA (see IR4.1) we will convene another workshop of the NTFP task force (see Year 4) to share the results and determine next steps. We will use *expatriate STTA* to help this process and provide advice and input into better developing local markets for these products.
- *Network to potential international markets.* As a follow up to the US Study Tour done in 1999, we will follow up with contacts made with herb/spice distributors, to try to establish inroads on the Albducross monopsony (only a monopsony because of a lack of other players). We hope that through the use of international STTA and these contacts, to attract options for collectors and cultivators, resulting in better source prices.

***Note:** Local dealers, because they are not the final exporters, are subject to taxation on their turnover. Exporters, in this case the monopsony, receive a tax holiday, because the generation of foreign exchange is “in the national interest.”*

### E4.3. IR 4.3: Improved Business Management and Technical Skills

Indicator(s)	Training sessions; entrepreneurs trained
Measure(s)	Number
Target	Year 5: 60 livestock group members and 10 NTFP entrepreneurs trained in business management and record keeping and accounting; continued on-the-job training in business of wicker processors and NTFP dealers and existing livestock groups
Partners	LOL, AAATA, GTZ
Assumptions	Training results in improved skills; skills are applied
Sustainability/ Close-Out Issues	While the provision of training has introduced entrepreneurs to more modern business practices, their continued use depends on whether their enterprises continue to have profitable markets. Therefore, Sustainability of this IR is dependent on the success of the other IRs.

## **Planned Activities**

- **Micro-Enterprise Training.** We will continue to provide training in business management, product development and basic book keeping as needed. This will focus on the NTFP dealers (and other intermediaries we find as a result of the study), willow associations/networks, any opportunities in “other nut” products (see IR 1.2) and livestock groups (see Training/Events Plan/Table).

## **F. Program Management**

### **F1. Systems and Procedures for Project Implementation**

All systems for property management and inventory, financial management and control, and staff and personnel management and development are in place and functioning normally. Our property inventory for FY 1999 has been updated and a copy will be forwarded to USAID/Albania by the end of January.

As our accounting software (Solomon) is not Y2K compliant, we have developed a plan to send our back up accountant to the Chemonics Home Office to receive training in Chemonics new accounting software (Quickbooks), as well as in other software programs, particularly website development and desktop publishing. This training is expected to take place in February and by the beginning of March, we should be able to make the conversion from Solomon to Quickbooks without any problem.

Finally, with the arrival of the Social Forestry Field Coordinator (Jeff Saussier) in October, supervisory and management responsibilities for komuna forest transfer and small business/NTFP development have been transferred from the COP to Mr. Saussier.

### **F2. Proposed Year Five Budget**

A copy of the proposed Year 5 budget, including a no cost extension for October through December 2000, is found in Annex C.

### **F3. Provision of Commodities and Equipment**

With the exception of 100 head of Chios sheep to be procured from Greece (for which a waiver and authorization have been requested), all major commodities have currently been procured under the current contract. No procurement actions over \$1500 are expected although unforeseen circumstances such as vehicle repair may require additional expenditures.

### **F4. Project Close Out**

In collaboration with the CTO and USAID/Albania, we will by the end of June 2000 develop a project close out plan which will include final documentation, transfer of materials and equipment, transfer of records, close-out on leases and accounts, disposal of property and out placement of staff. Implementation of this plan will begin in October.

## **G. Performance Monitoring and Reporting System**

### **G1. Performance Monitoring**

APFDP's performance monitoring and reporting system has been revised to reflect changes in the results framework and is now more closely aligned with USAID/Albania's Strategic Objective 1.6 and R4 (Results Review and Resource Request) reporting requirements.

### **G2. Reporting Requirements**

USAID/Albania requested that APFDP produce weekly activity reports during the evacuation. Other reporting requirements remain unchanged.

### **G3. Annual Strategic Planning Workshop**

APFDP's Annual Strategic Planning Workshop remains a viable mechanism to report APFDP accomplishments to development partners and seek/confirm guidance input from these partners in future activities. However, due to the two evacuations from Albania, for the past two years, APFDP has not been able to hold these workshops as scheduled. Instead, for the Year 5 Work Plan, APFDP was able to discuss proposed activities with key development partners and the CTO during a one-day meeting in Tirana in late November 1999.

As this is the last year of implementation, we have not scheduled a strategic planning workshop for this year. However, we do plan to convene a Close Out Workshop in Fall 2000, intended primarily for APFDP development partners at the national, district and community level. The purpose of the Workshop will be to discuss project successes, problems, replications of experiences and models, policy feedback and sustainability. This Workshop will also serve as a forum for developing our end of project report.

## **H. Time Line**

An activity time line for all project activities indicating responsibility and quarter is found in Annex D.

## **I. Anticipated 1999 Short-Term Technical Assistance Requirements and Local Subcontracting Plan**

A summary of anticipated short-term technical assistance needs and a proposed local subcontracting plan is found in Annex E.

## **ANNEX A**

---

### APFDP Gender Integration Plan



## ANNEX A

### APFDP Year Five Gender Integration Plan

RESULT/ACTIVITY	INDICATOR	MEASURE	RESPONSIBILITY	TIMING
RESULT: Increased private and decentralized Management of Albania's forest and pasture resources				
• Overall Training and Major Events	Percentage of women in these events	20% (improvement from 12% overall in Year 4)	All	Throughout the year
• Media Plan — ensuring that media ensures contact with and relevance to women	Estimated audience of media events	30% of audience	All	
IR1: Improved utilization of forest and pasture resources on private and refused/non-divided lands				
IR 1.2: Economical viable and ecologically sustainable land use practices adopted by individuals				
• Tree Planting on Private and Public Lands	Women involved with activities in a decision-making or co-management role	10—15%	TL	
• Livestock Technical Training	Number of women participants	30—40%	FB	
• Technical Assistance Visits	Number of women visited and provided services	30—40%	FB	
• New Livestock Groups	Number of women members of groups	40—50%	FB	
IR 2: Increased decentralization and sustainable management of state forests and pastures				
IR 2.1: Enhanced policy environment for transferring state forests				
• Local Revenue Generation	Women participating in workshops and in surveys	20%	STTA	
IR 2.2: Groundwork laid for sustainable management of transferred komuna forests and pastures				
• Komuna Forest Transfer	Women involved in discussions on boundaries, division system and management plans	10% of villagers involved in discussions and decision-making will be women	VM, GF	
• Komuna Forest Transfer Training and Workshops	Women in attendance	10% of participants	VM, GF	
IR3: Increased public and private forestry extension capacity				
IR 3.1: Dynamic public extension organization				
• Training of DFS Personnel in Komuna Forest Transfer and Extension Techniques	Percentage women assigned by DFS and trained	10%	VM, GF	

RESULT/ACTIVITY	INDICATOR	MEASURE	RESPONSIBILITY	TIMING
<b>IR3.2: Increased capacity of public organizations, NGOs and private suppliers to provide extension services</b>				
• REC Sub-contract	Women orientation of projects done by local NGO's	25-30% of direct beneficiaries women	TL, REC	
• Private Extension by NA Members	Women provided with services	20% of those provided with technical assistance	TL, NA	
<b>IR4: Expanded number/capacity of enterprises based on non-timber forest products</b>				
<b>IR 4.1: Reformed policies supportive of small-scale forest related business</b>				
• NTFP Study of Villages	Women respondents to survey	50% of total respondents	STTA, AG	
<b>IR 4.2: Improved access to market information, affordable inputs and credit</b>				
• Improved Incomes from NTFP (willow and botanicals)	Women collectors and processors	1000 women herb collectors, 20 willow collectors and artisans	AG	
<b>IR 4.3: Improved Business Management and Technical Skills</b>				
• Business Management, Accounting and Record keeping Training	Percentage of women trained	25% of trainees	AG, FB	

## **ANNEX B**

---

### Year 5 Training/Events Plan

## ANNEX B

### Year Five Training/Events Plan

**Acronyms of activities:** **WSH** - Workshop; **RT** - Round table; **T** - Training; **M** - Meeting; **FtFV** - Farmer-to-Farmer visit; **LST** - Local study tour;  
**AST** - Abroad study tour; **TOT** - Training-of-Trainers

Results/Activity	Activity	Trainer(s)/ Facilitator(s)	Objective	Period	Location	Participants
<b>IR1: Increased utilization of forest and pasture resources on private and refused/non-divided lands.</b>						
<b>IR1.1 Reformed policies supportive of forestry/pasture initiatives on private and refused/non-divided lands</b>						
• Amendment of legislation on private forests.	WSH	THL	To achieve the consensus between Forest Owners (FO) and DGFP on the amendment for sustainable management of private forests.	May-June 2000	Fier	FO Association members, DGFP representative
• Revision of Forest Act	WSH	ISTTA	As part of STTA, present recommendations on necessary changes to existing 1992 laws on forests and pastures	early Qtr. 3	Tirana	National Strategy working group
• Continue development of Private Forest Owners' Network.	WSH	THL	To achieve the agreement on the legal rights and responsibilities of Forest Owners and the State for sustainable forest management. FOA to serve as post-project advocacy group for further changes in legislation and procedures.	March-April	Fier	FO Association members, DGFP representative
<b>IR1.2 Economical viable and ecologically sustainable land use practices adopted by individuals</b>						
• Management Plan Preparation for Private Forest Owners	T/LST	THL	To implement the forest management plan in Veterik, Berat.	July	Berat	FO Association members
• Chestnut improvement disease control	T	THL/AUT	To train the chestnut owners on biological control of chestnut blight disease.	May-June 2000	Stropska, Pogradec	Chestnut owners
• Eastern European Study Tour on Nut Cultivation, Processing and Marketing	AST	THL	To learn about nut growing and management. Possible site: Bulgaria	TBD	TBD	TBD
• Vetiver technology and erosion control I	T	THL/SRI	To train the NA members on propagation of Vetiver grass for the establishment of Vetiver nurseries. Transfer of technology to the private sector.	February-March, 2000	Botanical Garden, Tirana	Nursery Association members
• Vetiver technology and erosion control II	FtFV	THL/SRI	To review results of the trial and train the interested farmers on Vetiver grass as a tool for erosion control. Replication of research to implementation by farmers.	May-June, 2000	Lezhe, Tirane, Korce	NA members, farmers

Results/Activity	Activity	Trainer(s)/ Facilitator(s)	Objective	Period	Location	Participants
• Botanical Garden Nursery and Agroforestry Test plot	LST	THL/LD	To review results on seedling growing in containers and vetiver strips for erosion control.	June, 2000	BG, Tirane	NA members
• On-farm demonstration plots and trials.	WSH	THL/LSTTA	To inform participants on the second evaluation of demonstrations and recommendations for next steps.	February, 2000	Tirane	NA members
• Pasture improvement demonstration plot I	T	THL/FB/SRI/ FRI	To train the farmers on cultivated pasture establishment/management & use. Transfer of research to private sector.	May-June, 2000	Vlore, Lezhe	Livestock Group members
• Pasture improvement demonstration plot II	WSH	THL/SRI/FRI	To present the PRA survey findings on summer and winter pastures management.	April 2000	Vlore (Kote)	Livestock Group members
• Pasture improvement demonstration plot I	T	THL/FB/SRI/ FRI	To train the farmers on rational grazing system in summer and winter pastures.	August, 2000	Vlore (Kote)	Livestock Group members
• On-going Technical Training of Existing Livestock Groups	T	FB	Continued programmed training of livestock groups on improved management, health and grazing systems, etc.	Monthly	various	Livestock Group Members
• Orientation and Group Development Training for New Livestock Groups	T	FB	Programmed introduction training of the 10 planned new livestock groups	Monthly	various	New Livestock Groups
• Continued Training of Artificial Insemination Technicians	T	FB/LRI	Continued skills improvement of village-based technicians on improved insemination techniques (who then provide services to livestock groups)	TBD	LRI	Technicians
<b>IR 2: Increased decentralization and sustainable management of state forests and pastures</b>						
<b>IR 2.1: Enhanced policy environment for transferring state forests</b>						
• Training of DFS Personnel Assigned to Komuna Forest Transfer	T	JDS,VM, GF, AUT	Once assigned, training on the procedures and methods for facilitating komuna forest transfer, coupled with extension training (see IR3), as part of hand-over of responsibilities on KFT	April-May	AUT, Tirana	DGFP and DFS personnel
• Improving the Regulation 308 Procedures on Komuna Forest Transfer	WSH/ RT	JDS,VM	Based on our experience (both APFDP and WB/AFP), we will convene a workshop to propose changes to the regulations governing KFT, to streamline the process so that it can be independently replicated by DGFP in the long term, and incorporate local revenue generation within the entire procedure (see following)	June-July	Tirana	National Transfer Strategy Working Group
• Local Revenue Generation	WSH/ RT	ISTTA	As part of International STTA, a workshop to share findings and make recommendations on how komunas can generate revenues post-transfer from fees and penalties, as well as recommendations on changing Guideline #2.	May-June	Tirana and Bubq (suggested pilot site)	DGFP, DFS, MLG (national and district), National Transfer Working Group, Komuna
<b>IR 2.2: Groundwork laid for sustainable management of transferred komuna forests and pastures</b>						

Results/Activity	Activity	Trainer(s)/ Facilitator(s)	Objective	Period	Location	Participants
• Komuna Forest Transfer Workshops and Training	WSH,T	VZ,GF	Programmed series of four workshops for each komuna being transferred: a) orientation and establishment of commissions; b) boundaries and systems of division; c) management plan preparation. The fourth workshop is the Completion Ceremony where documents of transfer are officially signed (optional)	various	various, planned for 5 komunas in Pegin, 4 komunas in Tirana, 4 komunas in Kruja	MOAF, DGFP, DFS, MLG, WB/APF, Komuna Officials, Commissions
• Komuna Forest Transfer Close-Out Workshop	WSH	JDS,VM	Final national workshop to share lessons learned on KFT, pass over materials, determine next steps	Sept-October	Tirana	MOAF, DGFP, DFS, MLG, WB/APF, USAID
<b>IR3: Increased Public and Private Extension Capacity</b>						
<b>IR 3.1: Groundwork laid for the establishment of a coherent and dynamic public extension organization</b>						
• Extension Training of DFS Personnel Assigned to Komuna Forest Transfer	T	JDS,VM,AUT	See IR 2.1			
<b>IR3.2: Increased capacity of public organizations, NGOs and private suppliers to provide extension services.</b>						
• Private forestry extension I	M	THL	To evaluate the NA needs, seeds' stock and prepare the distribution plan of seeds and propagation materials among NA members.	February 2000	Tirana	NA members
• Private forestry extension II	T	THL	To be train on the vegetative propagation of forest, ornamental and fruit-trees seedlings in mist propagation unit.	March 2000	Vlora	NA members
• Private forestry extension III	T/M	AG	To train NA members on the marketing and to exchange the experience on lessons learn for business management in seedling production.	TBD	Tirana	NA members
• Private forestry extension IV	M	THL/AG	Annual NA activities' analysis for year 2000	November 2000	Tirana	NA members
• Training of REC and local NGO's (new entrants) on Komuna Forest Transfer	T	VM,GF	Additional local NGO's have proposed to conduct KFT and this training prepares them to facilitate the process now and in the future	March	Tirana	Local NGO's
• Training of REC and local NGO's on forest management plans (KFT training phase 2)	T	VM,GF	To learn and be able to develop with constituents forest management plans to complete the transfer process, done as a combination of classroom and practical work	May-June	TBD	Local NGO's
<b>IR 4: Increase number/capacity of enterprises based on non-timber forest products</b>						

Results/Activity	Activity	Trainer(s)/ Facilitator(s)	Objective	Period	Location	Participants
<b>IR 4.1: Reformed policies supportive of small-scale forestry related business initiatives</b>						
• Debriefing Workshop on Result of 1999 ISTTA NTFP Needs Assessment Study	WSH	JDS,AG	Debriefing on DeCoursey study, analysis of recommendations, establish next steps	Feb	Tirana	Persons contacted and interviewed during the study
• Post-local study on Local NTFP (herbs/spices) collection and Supply Chain	WSH/ RT	AG,LSTTA	Presentation of results of the study and the implications on KFT, provision of information to help dealers organize their operations better and consider sustainability of resources in business planning, as well as potential regulatory issues	Apr-May (during ISTTA, see 4.2)	Tirana	herb dealers, DGFP, DFS KFT Coordinators
<b>IR 4.2: Improved access to market information, affordable inputs and access to credit</b>						
• Continued OD of Willow Management Association (covering Shkodra, Berat and Pogradec)	M	AG	Continued on-going support of WMA to be better organized for marketing of products	monthly	various	WMA Members
• Workshops/Training of Herb and Spice Dealers	WSH,T	ISTTA,AG	As a result of the ISTTA, a series of workshops to assist these dealers a) improve their operations and marketing; b) establish contacts and negotiate with foreign companies; c) set themselves up as exporters	2nd Qtr.	Tirana	Herb Dealers, US Embassy Commercial Attaché, USAID, WMA Members (invited)
<b>IR 4.3: Improved Business Management and Technical Skills</b>						
• Record keeping Training	T	AG,FB	Basic record keeping for new livestock groups	1st Qtr.	Various	New Livestock Groups
• Business Management Training	T	AG,FB	Basic business management training for new livestock groups	1st/2nd Qtr.	Various	New Livestock Groups
• Micro-enterprise Training (Business Management)	T	AG	To improve the business practice skills of entrepreneurs in NTFP sector	2nd/3rd Qtr.	Tirana	NTFP dealers
• Micro-Enterprise Training (Accounting/Book keeping)	T	AG	To improve the record keeping and accounting systems of NTFP dealers	2nd/3rd Qtr.	Tirana	NTFP Dealers

## **ANNEX C**

---

### Proposed Year Five Budget



## ANNEX C

### Proposed Year Five Budget

#### Year Five & No Cost Extension Estimated Costs

Line Item	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Direct Labor Costs (wages paid to staff)</b>																
Salaries, Long-Term	\$8,034	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$12,617	\$13,019	\$13,248	\$13,248	\$186,336
Salaries, Short-Term	\$8,100	\$5,280	\$5,040	\$6,360	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$0	\$0	\$0	\$0	\$0	\$0	\$51,780
Salaries, Home Office	\$35	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$2,620	\$15,655
Salaries, Local Long-Term	\$6,346	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$97,346
Salaries, Local Short-Term	\$1,224	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,000	\$600	\$16,224
Salaries, Support	\$6,100	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$87,300
<b>Total, Direct Labor Costs</b>	<b>\$29,839</b>	<b>\$32,197</b>	<b>\$31,957</b>	<b>\$33,277</b>	<b>\$32,317</b>	<b>\$32,317</b>	<b>\$32,517</b>	<b>\$32,517</b>	<b>\$32,517</b>	<b>\$27,117</b>	<b>\$27,117</b>	<b>\$27,117</b>	<b>\$27,519</b>	<b>\$27,548</b>	<b>\$28,768</b>	<b>\$454,641</b>
<b>Labor Billings (amounts billed to the client based on a unit labor rate)</b>																
W-2 Expat Payroll (Non-HO)	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Non-W-2 Payroll	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Home Office	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Local Long-Term	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Local Short-Term	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
Support Staff	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	\$0
<b>Total Labor Billings</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Other Billable Costs</b>																
Local Fringe Payouts	\$825	\$1,000	\$13,300	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$900	\$13,200	\$39,225
Travel & Transportation	\$5,684	\$13,297	\$7,400	\$21,999	\$22,268	\$14,204	\$7,268	\$14,204	\$7,268	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$63,724	\$199,316
Allowances	\$8,780	\$9,198	\$9,438	\$9,528	\$15,778	\$15,073	\$10,363	\$11,363	\$11,363	\$10,013	\$10,013	\$10,013	\$10,194	\$10,297	\$10,702	\$162,111

Line Item	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Other Direct Costs	\$8,001	\$10,000	\$18,000	\$10,000	\$10,000	\$17,000	\$22,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$8,500	\$8,500	\$172,001
Equipment, Vehicles, & Freight	\$394	\$4,500	\$8,000	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$29,500	\$4,500	\$4,500	\$4,500	\$4,500	\$2,250	\$2,250	\$87,394
Training	\$245	\$5,500	\$5,500	\$5,900	\$5,500	\$10,500	\$30,500	\$10,500	\$30,500	\$5,500	\$5,500	\$5,500	\$2,750	\$2,750	\$2,750	\$129,395
Subcontracts	\$12,402	\$0	\$0	\$51,667	\$0	\$0	\$21,667	\$0	\$25,000	\$21,667	\$0	\$20,000	\$0	\$0	\$0	\$152,403
<b>Total, Other Billable Costs</b>	<b>\$36,331</b>	<b>\$43,495</b>	<b>\$61,638</b>	<b>\$104,594</b>	<b>\$59,046</b>	<b>\$62,277</b>	<b>\$97,298</b>	<b>\$51,567</b>	<b>\$114,631</b>	<b>\$57,680</b>	<b>\$36,013</b>	<b>\$56,013</b>	<b>\$31,944</b>	<b>\$28,197</b>	<b>\$101,126</b>	<b>\$941,845</b>
<b>Commissions &amp; Award Fees</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Indirect Adjustments</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>
<b>Invoiced Sales</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

### Rate Analysis

Description of Base	Provisional Rates	Contract Ceilings	Forecasting Rates
Fringe Benefits, HO, and Expatriates	34.57%	0.00%	34.57%
Fringe Benefits, Local Professional	0.16%	0.00%	0.16%
Overhead, Field	67.14%	60.00%	0.16
Overhead, Home Office	84.16%	70.00%	70.00%
General and Administrative	4.78%	4.00%	4.00%
Fixed Fee (enter as ceiling rate)	N/A	6.81%	6.81%

## Year Five &amp; No Cost Extension Estimated Costs

Line Item	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Sales/Income	\$94,100	\$110,200	\$129,800	\$180,000	\$127,600	\$131,200	\$170,500	\$119,600	\$189,700	\$116,900	\$92,700	\$114,900	\$89,200	\$85,300	\$169,800	\$1,921,500
<b>Cost of Sales</b>																
Salaries, Long-Term	\$8,000	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$12,600	\$13,000	\$13,200	\$13,200	\$186,000
Salaries, Short-Term	\$8,100	\$5,300	\$5,000	\$6,400	\$5,400	\$5,400	\$5,400	\$5,400	\$5,400	\$0	\$0	\$0	\$0	\$0	\$0	\$51,800
Salaries, Home Office	\$0	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$2,600	\$15,600
Salaries, Local Long-Term	\$6,300	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$6,500	\$97,300
Salaries, Local Short-Term	\$1,200	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,200	\$1,000	\$600	\$16,200
Salaries, Support	\$6,100	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$5,800	\$87,300
Local Fringe Payouts	\$800	\$1,000	\$13,300	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$1,000	\$900	\$13,200	\$39,200
Travel & Transportation	\$5,700	\$13,300	\$7,400	\$22,000	\$22,300	\$14,200	\$7,300	\$14,200	\$7,300	\$5,000	\$5,000	\$5,000	\$3,500	\$3,500	\$63,700	\$199,400
Allowances	\$8,800	\$9,200	\$9,400	\$9,500	\$15,800	\$15,100	\$10,400	\$11,400	\$11,400	\$10,000	\$10,000	\$10,000	\$10,200	\$10,300	\$10,700	\$162,200
Other Direct Costs	\$8,000	\$10,000	\$18,000	\$10,000	\$10,000	\$17,000	\$22,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000	\$8,500	\$8,500	\$172,000
Equipment, Vehicles, & Freight	\$400	\$4,500	\$8,000	\$4,500	\$4,500	\$4,500	\$4,500	\$4,500	\$29,500	\$4,500	\$4,500	\$4,500	\$4,500	\$2,300	\$2,300	\$87,500
Training	\$200	\$5,500	\$5,500	\$5,900	\$5,500	\$10,500	\$30,500	\$10,500	\$30,500	\$5,500	\$5,500	\$5,500	\$2,800	\$2,800	\$2,800	\$129,500
Subcontracts	\$12,400	\$0	\$0	\$51,700	\$0	\$0	\$21,700	\$0	\$25,000	\$21,700	\$0	\$20,000	\$0	\$0	\$0	\$152,500
<b>Total Cost of Sales</b>	<b>\$66,000</b>	<b>\$75,700</b>	<b>\$93,500</b>	<b>\$137,900</b>	<b>\$91,400</b>	<b>\$94,600</b>	<b>\$129,900</b>	<b>\$84,100</b>	<b>\$147,200</b>	<b>\$84,800</b>	<b>\$63,100</b>	<b>\$83,100</b>	<b>\$59,500</b>	<b>\$55,800</b>	<b>\$129,900</b>	<b>\$1,396,500</b>
<b>Gross Profits</b>																
Fringe Benefits, Long-Term	\$2,800	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,400	\$4,500	\$4,600	\$4,600	\$64,900
Fringe Benefits, Short-Term	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits, Home Office	\$0	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$300	\$900	\$4,800
Fringe Benefits, Local Long-Term	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits, Local Short-Term	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Fringe Benefits, Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Overhead, Long-Term	\$6,500	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,200	\$10,500	\$10,700	\$10,700	\$150,600
Overhead, Short-Term	\$4,900	\$3,200	\$3,000	\$3,800	\$3,200	\$3,200	\$3,200	\$3,200	\$3,200	\$0	\$0	\$0	\$0	\$0	\$0	\$30,900
Overhead, Home Office	\$0	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$900	\$2,500	\$14,200
Overhead, Local Long-Term	\$3,800	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$3,900	\$58,400
Overhead, Local Short-Term	\$700	\$600	\$600	\$600	\$600	\$600	\$700	\$700	\$700	\$700	\$700	\$700	\$700	\$600	\$400	\$9,600
Overhead, Support	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
General & Administrative	\$3,400	\$4,000	\$4,700	\$6,500	\$4,600	\$4,700	\$6,100	\$4,300	\$6,800	\$4,200	\$3,300	\$4,100	\$3,200	\$3,100	\$6,100	\$69,100
Fixed Fee	\$6,000	\$7,000	\$8,300	\$11,500	\$8,100	\$8,400	\$10,900	\$7,600	\$12,100	\$7,500	\$5,900	\$7,300	\$5,700	\$5,400	\$10,800	\$122,500

Line Item	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Award Fee	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Indirect Adjustments	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0
<b>Total Gross Profit</b>	<b>\$28,100</b>	<b>\$34,500</b>	<b>\$36,300</b>	<b>\$42,100</b>	<b>\$36,200</b>	<b>\$36,600</b>	<b>\$40,600</b>	<b>\$35,500</b>	<b>\$42,500</b>	<b>\$32,100</b>	<b>\$29,600</b>	<b>\$31,800</b>	<b>\$29,700</b>	<b>\$29,500</b>	<b>\$39,900</b>	<b>\$525,000</b>
<b>Gross Profit/Sales (%)</b>	<b>29.86%</b>	<b>31.31%</b>	<b>27.97%</b>	<b>23.39%</b>	<b>28.37%</b>	<b>27.90%</b>	<b>23.81%</b>	<b>29.68%</b>	<b>22.40%</b>	<b>27.46%</b>	<b>31.93%</b>	<b>27.68%</b>	<b>33.30%</b>	<b>34.58%</b>	<b>23.50%</b>	<b>27.32%</b>

### Backlog Analysis

<b>Total Contract</b>	<b>\$7,722,710</b>
Sales through 9/30/99	\$5,779,476
Projected sales, Year 5	\$1,921,500
<b>Funds remaining 1/1/2001</b>	<b>\$21,734</b>



Line Item	Total Cost* 10/99-12/00	Notes
Salaries, Long-Term Expat	\$186,000	<p><b>October 99:</b> Includes monthly salary of \$8,034 for Jim Seyler.</p> <p><b>November 99:</b>– September 00: Includes monthly salaries of \$8,034 for Jim Seyler and \$4,583 for Jeff Saussier.</p> <p><b>October 00:</b> Assumes an annual 5% increase for Jim Seyler. Includes monthly salaries of \$8,436 and \$4,583 for Jeff Saussier.</p> <p><b>November 00:</b> Assumes an annual 5% increase for Jeff Saussier. Includes monthly salaries of \$8,436 and \$4,812 for Jeff Saussier.</p> <p><b>December 00:</b> Includes monthly salaries of \$8,436 for Jim Seyler and \$4,812 for Jeff Saussier.</p>
Salaries, Short-Term Expat	\$51,800	<p><b>November 99:</b> 4 days of LOE for Loy Shreve at \$300/day; 17 days of LOE for Wilf Slade at \$240/day</p> <p><b>December 99:</b> 21 days of LOE for Wilf Slade at \$240/day</p> <p><b>January:</b> 4 days of LOE for Wilf Slade at \$240 per day; 18 days of LOE costed at \$300 per day for NTFP marketing specialist</p> <p><b>February:</b> 18 days of LOE costed at \$300 per day for NTFP marketing specialist</p> <p><b>March:</b> 18 days of LOE costed at \$300 per day for forest revenue specialist</p> <p><b>April:</b> 18 days of LOE for forest revenue specialist costed at \$300 per day</p> <p><b>May:</b> 18 days of LOE costed at \$300 per day for forest law specialist</p> <p><b>June:</b> 18 days of LOE costed at \$300 per day for forest law specialist</p>
Salaries, Home Office	\$15,600	<p>Assumes a monthly base figure of \$1,000</p> <p><b>December 00:</b> 12 days of HO LOE budgeted at \$135 per day for close out</p>
Salaries, Local Long-Term	\$97,300	Assumes a monthly base figure of \$6,500
Salaries, Local Short-Term	\$16,200	<p><b>January – March:</b> \$1,000 per month base figure used</p> <p><b>April – October 00:</b> \$1,200 per month base figure used to reflect salary increases</p> <p><b>November 00:</b> \$1,000 per month base figure reduced for project close-out</p> <p><b>December 00:</b> \$600 per month base figure reduced for project close-out</p>
Salaries, Support	\$87,300	Assumes a monthly base figure of \$5,800
Local Fringe Payout	\$39,200	<p>Assumes a monthly base figure of \$1,000.</p> <p><b>December 99:</b> Assumes a one month's salary bonus for local LT staff.</p> <p><b>November 00 – December 00:</b> Monthly base figure reduced to \$900.</p> <p><b>December 00:</b> Assumes a one month's salary bonus for local LT staff.</p>
T&T	\$199,400	<p>Assumes a monthly base figure of \$5,000 to cover local travel expenses through Sept.</p> <p><b>November 99:</b> \$1,493 expense report reimbursement for Loy Shreve; \$6,804 travel advance for Wilf Slade</p> <p><b>December 99:</b> \$2,400 R&amp;R trip for Jim Seyler</p> <p><b>January:</b> \$2,400 flight for KD to HO for training; \$2,400 flight for NTFP marketing specialist; \$4,268 to cover Wilf Slade's expense report (remaining per diem and flight); \$6,804 for STTA travel advance; 7 days of DC per diem for KD</p> <p><b>February:</b> \$2,268 to cover NTFP marketing specialist's expense report; \$15,000 HHE shipment costs for Jeff Saussier</p>

Line Item	Total Cost* 10/99-12/00	Notes
T&T (Cont.)		<p><b>March:</b> \$2,400 flight for forest revenue specialist; \$6,804 for STTA travel advance</p> <p><b>April:</b> \$2,268 to cover STTA expense report</p> <p><b>May:</b> \$2,400 flight for forest law specialist; \$6,804 for STTA travel advance</p> <p><b>June:</b> \$2,268 to cover STTA expense report</p> <p><b>December 00:</b> \$2,400 for HO close-out flight; \$2,268 HO travel advance + \$756 to cover expense report from HO close-out trip; \$30,000 repatriation shipment costs for Jim Seyler; \$20,000 repatriation shipment for Jeff Saussier; \$4,800 for 2 flights back to the U.S. for Jim and Jeff</p> <p><b>October 00 – December 00:</b> Base figure reduced to \$3,500 during the no cost extension.</p>
Allowances	\$162,200	<p>Assumes 20% Post-differential and 25% Danger Pay for Jim Seyler and Jeff Saussier</p> <p>Assumes \$2,500 per month for Jim Seyler's LQA</p> <p>Assumes 25% Danger Pay for all ST assignments and for HO support in Tirana for project close-out</p> <p><b>February:</b> Assumes contract mod won't be approved until February. Since we can't bill for Jeff Saussier's LT allowances until the contract mod grants the 3 month no-cost extension, the \$6,050 rent (6 month installment) that was paid out in Nov. '99 for Jeff's apartment PLUS his utility costs (costed at \$50/month) are budgeted for February.</p> <p><i>Note:</i> Since the 6 month rent installment covers Jeff's rent through April, this budget projection assumes regular billing for his monthly LQA won't begin until May.</p> <p><b>March:</b> Assumes we won't get CO approval for Jim Seyler's SMA allowance until March, although the request was submitted in August '99. His total SMA from September-March (\$785/month) is budgeted in March. Assumes monthly billings for Jim's SMA will begin in April.</p>
ODCs	\$172,000	<p>Assumes a monthly base figure of \$10,000 to cover communications, mail, reproduction, office equipment maintenance, office rent, vehicle maintenance, temporary assistance, bank charges, etc. Factors in an increase in komuna forest transfer administrative expenses.</p> <p><b>December 99:</b> \$7,000 for Environmental Awareness Campaign; \$1,000 vehicle repair</p> <p><b>March:</b> \$7,000 Defense Base Act insurance for expats</p> <p><b>April:</b> \$5,000 for media campaign; \$7,000 for insurance to cover all project vehicles</p> <p><b>November 00 – December 00:</b> Assumes a reduced monthly base figure of \$8,500.</p>
Equipment, Vehicles, & Freight	\$87,500	<p>Assumes a monthly base figure of \$4,500 to cover forestry equipment, seeds, vehicle spare parts, furniture for training centers, and demo plots.</p> <p><b>December 99:</b> \$3,500 for spare tires</p> <p><b>June:</b> \$25,000 for purchase of 100 Chios sheep</p> <p><b>November 00 – December 00:</b> Assumes a reduced monthly base figure of \$2,250.</p>

Line Item	Total Cost* 10/99-12/00	Notes
Training	\$129,500	Assumes a monthly base figure of \$5,500 to cover 6 local seminars/courses (\$42,000) and \$24,000 in local study tours and additional training. <b>January:</b> Includes \$400 to cover out-sourced training for KD at HO. <b>March – April:</b> Study tour (walnut and chestnut study tour) to Eastern Europe in April costed at \$30,000. \$5,000 budgeted in March to cover deposit costs in preparation for study tour. Remaining \$25,000 budgeted in April. <b>May – June:</b> Study tour (community forest managers/heads of forest users associations) to Eastern Europe in June, costed at \$30,000. \$5,000 budgeted in May for preparation. Remaining \$25,000 budgeted in June.
Subcontracts	\$152,500	Assumes 5 subcontracts costed at \$4,000 each for the following organizations: Botanical Gardens, PFRI, SIR, AUT, etc. This \$20,000 expense is budgeted using three installments of \$6,667. Assumes \$45,000 of subcontracts with REC (\$10,000 for REC and \$35,000 for REC subs). This expense is budgeted using three installments of \$15,000. <b>January:</b> \$30,000 for HPI; \$6,667; \$15,000 for REC <b>April:</b> \$6,667; \$15,000 for REC <b>June:</b> \$25,000 for HPI <b>July:</b> \$6,667; \$15,000 for REC <b>September:</b> \$20,000 for HPI
<b>Total Project Direct Costs 10/99-12/00</b>	<b>\$1,396,500</b>	
<b>Total Project Indirect Costs 10/99-12/00</b>	<b>\$525,000</b>	
<b>TOTAL COST</b>	<b>\$1,921,500</b>	

<b>Total Contract</b>	<b>\$7,722,710</b>
Sales through 9/30/99	\$5,779,476
Estimated Sales, Year 5 + extension	\$1,921,500
<b>Projected Backlog, January 2001</b>	<b>\$21,734</b>



## **ANNEX D**

---

### Activity Time Line

## Activity Time Line

[illegible]

Result/Activity	Responsibility	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
<b>IR 2: Increased decentralization and sustainable management of state forests and pastures</b>													
<b>IR 2.1: Enhanced policy environment for transferring state forests</b>													
• Support to Forest Transfer Consultancy Group	VM, JDS, JRS												
• Placement and training of komuna foresters	VM, JDS, JRS, AUT												
• Local revenue generation	VM, JDS, JRS, STTA, WB												
• Revision of transfer manual	VM, JDS												
<b>IR 2.2: Groundwork laid for sustainable management of transferred komuna forests and pastures</b>													
• Continue to support forest transfer	VM, GJF, JDS												
• Continue support to development of forest user associations and technical assistance in forest management plan implementation	VM, GJF, JDS												
• Close out workshop on transfer	VM, GJF, JDS, JRS, WB												
<b>IR3: Increased public and private forestry extension capacity</b>													
<b>IR 3.1: Groundwork laid for the establishment of a coherent and dynamic public extension organization</b>													
• Training of komuna foresters in extension techniques	VM, GJF, JDS, AUT												
<b>IR 3.2: Increased capacity of public organizations, NGOs and private suppliers to provide extension services</b>													
• Implementation of Regional Environmental Center subcontract;	JRS, VC, THL												
• APFDP support to local NGOs and project implementation follow-up	JRS, VC, THL												
• Continue to work with Nursery Network of private forestry extension opportunities	JRS, VC, THL												
<b>IR4: Expanded number/capacity of enterprises based on non-timber forest products.</b>													
<b>IR 4.1: Reformed policies supportive of small scale NTFP -related business initiatives</b>													
• Potential for long-term leases on state forest land	AG, THL, JDS, JRS										By 4 <sup>th</sup> Quarter		
• NTFP Assessment/Feasibility	AG, JDS, LSTTA												

Result/Activity	Responsibility	First Quarter			Second Quarter			Third Quarter			Fourth Quarter		
<b>IR 4.2: Improved access to market information, affordable inputs and credit</b>													
• Willow-wicker sector development	AG, JDS, WMA												
• NTFP development	AG, JDS,												
• Network on potential international markets	AG, JDS, ISTTA												
<b>IR 4.3: Improved business management and technical skills</b>													
• Micro-enterprise training	AG, JDS, LSTTA												
<b>PROJECT CLOSE OUT</b>													
• Development of project close out plan	JRS, CTO, USAID/Alban.												
• Plan implementation	JRS, EJ, KD												
• Project close out workshop	JRS, APFDP												

## **ANNEX E**

---

### **Proposed Short-Term Technical Assistance Needs and Subcontracting Plan**

## ANNEX E

---

### Proposed Short-term Technical Assistance Needs and Subcontracting Plan

In that it is the final year of the project, STTA is significantly reduced from previous years. Note the linkage between STTA and the Training/Events plan.

#### Requirements in Year 5

Type	Result Number	Topic	Level of Effort	Timing (Quarter)
International	1.1	Revision of the Forest Act	6 weeks	3
	2.1	Local Revenue System Development for Komuna Transfer	6 weeks	2
	4.2	Herbs and Spices Domestic and International Marketing	6 weeks	1
Local	1.2	Evaluation of Demonstration Plots	4 weeks	2
	4.1	Study of NRFP (herbs/spices/medicinal plants) from villages to markets	12 weeks	1, 2

#### Subcontracts Organizations in Year 5

Number	Contracted Organization	Parameters of Subcontract
1.1	Agricultural University of Tirana (AUT)	Private Forestry Management Plan Implementation
1.2	Agricultural University of Tirana (AUT)	Study on Chestnut diseases and management improvement
1.2	Forest and Pasture Research Institute (FPRI)	Assess the viability of improving walnut and other nut cultivation
1.3	Soil Research Institute (SRI)	Continued demonstration and study of Vetiver as an erosion control for forests and pastures
1.2	Botanical Garden	Continued support in operations and agroforestry demonstration site
1.2	Soil Research Institute (SRI) and Forage Research Institute (FRI)	Continued study of demonstration of pasture improvement plots (polyphyte plots)
3.1	Agricultural University of Tirana (AUT)	Training of assigned DFS personnel to komuna forest transfer on extension techniques
3.2	Regional Environment Center (REC)	Continued subcontract on local NGO projects in forestry and environmental issues
3.2	Local NGOs	Approximately 8-10 subcontracts to support local NGOs under the REC subcontract
3.2	Nursery Association, PPNEA	District environmental awareness